

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

(Stock Exchange Code 7287)
June 3, 2021

To Shareholders with Voting Rights:

Koichi Sato
President, Representative Director and Chief
Executive Officer
NIPPON SEIKI CO., LTD.
2-34, Higashizaoh 2-chome, Nagaoka-shi,
Niigata

**NOTICE OF
THE 76TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

You are cordially notified of the 76th Annual General Meeting of Shareholders of NIPPON SEIKI CO., LTD. (the “Company”). The meeting will be held for the purposes as described below.

Instead of attending the meeting, you can exercise your voting rights in writing or via the Internet. Please review the attached Reference Documents for the General Meeting of Shareholders and cast your vote in accordance with the “Guidance on How to Exercise the Voting Rights” presented on pages 3 to 4 by 5:00 p.m. on Wednesday, June 23, 2021, Japan time.

- 1. Date and Time:** Thursday, June 24, 2021, at 10 a.m. Japan time
- 2. Place:** Gymnasium at the headquarters of the Company, located at 2-34, Higashizaoh 2-chome, Nagaoka-shi, Niigata
- 3. Meeting Agenda:**
Matters to be reported:
 1. The Business Report, Consolidated Financial Statements for the Company’s 76th Fiscal Year (April 1, 2020–March 31, 2021) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company’s 76th Fiscal Year (April 1, 2020–March 31, 2021)

Proposals to be resolved:

- | | |
|-------------------|---|
| Proposal 1 | Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members) |
| Proposal 2 | Election of Six (6) Directors Who Are Audit and Supervisory Committee Members |

End

- The reception starts at 9 a.m.
- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- If you are unable to attend the meeting, you may exercise your voting rights by a proxy. In such case, the proxy must be another shareholder of the Company who holds voting rights, and that person will be required to submit a document certifying his/her authority to be a proxy.
- Should the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-consolidated Financial Statements and the Consolidated Financial Statements require revisions, the revised versions will be posted on the Company's website (<https://www.nippon-seiki.co.jp/>).
- Among the documents to be provided in this Notice, the Notes to Consolidated Financial Statements and the Notes to Non-consolidated Financial Statements are posted on the Company's website (<https://www.nippon-seiki.co.jp/>) pursuant to applicable laws and regulations and Article 16 of the Articles of Incorporation of the Company. Accordingly, these Notes are not included in the attached document of this Notice. This Notice presents only part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by Accounting Auditor and the Audit and Supervisory Committee in preparing the accounting audit report and the audit report.
- Please note that we will be in casual attire (Cool Biz) on the day of the meeting.

Guidance on How to Exercise the Voting Rights

If you are able to attend the General Meeting of Shareholders:

Attending the General Meeting of Shareholders	<p>Date and time of the meeting: Thursday, June 24, 2021, at 10:00 a.m. Please bring the enclosed Voting Rights Exercise Form and submit it at the reception desk. Please come to the venue early as the reception desk will be very crowded immediately before the opening of the meeting.</p>
--	--

If you are unable to attend the General Meeting of Shareholders:

Voting in writing	“Smart Voting”	Voting via the Internet From a PC, a smartphone, etc., access the voting website at: https://www.web54.net
Voting Deadline	Voting Deadline	Voting Deadline
To be received no later than 5:00 p.m. Wednesday, June 23, 2021	No later than 5:00 p.m. Wednesday, June 23, 2021	No later than 5:00 p.m. Wednesday, June 23, 2021
Please indicate your vote for or against the proposal on the enclosed Voting Rights Exercise Form and return it so that it will be received by the Shareholder Register Administrator of the Company by the deadline.	Please scan the “Login QR Code for the voting website for smartphones” provided in the lower right of the enclosed Voting Rights Exercise Form with a smartphone or a tablet terminal.	Please access the voting website, use the Voting Rights Exercise Code and the Password provided on the enclosed Voting Rights Exercise Form, and follow the on-screen instructions to register your vote for or against the proposal.
Please see the following page for detail.		

Handling of multiple votes

- 1) If you have exercised your voting rights both in writing and via the Internet (including “Smart Voting”), the vote exercised via the Internet (including “Smart Voting”) shall be deemed effective.
- 2) If you have exercised your voting rights more than once via the Internet (including “Smart Voting”), the latest vote shall be deemed effective.

If you have questions about the use of your personal computer or smartphone for exercising your voting rights, please contact:

Sumitomo Mitsui Trust Bank, Limited, Securities Agent Web Support Hotline

Toll-free call: 0120-652-031

Services available from 9 a.m. to 9 p.m.

“Smart Voting”	
1. Access the voting website for smartphones Please scan the “Login QR Code for the voting website for smartphones” with a smartphone or a tablet terminal. <small>*QR Code is a registered trademark of DENSO WAVE INCORPORATED.</small>	
2. Open the voting website Please access the URL presented on the screen, to open the voting website. There are two ways to exercise your voting rights.	
3. Vote for or against each proposal individually Please follow the on-screen instructions to enter your vote for or against each proposal.	4. “Approve” all the proposals presented by the Company
If there are no problems on the confirmation page, please click on “Submit Vote” button to complete the voting process.	
If you wish to change your vote after you have exercised your voting rights, you will need to scan the QR Code again and enter the “Voting Rights Exercise Code” and the “Password” provided on the enclosed Voting Rights Exercise Form (You may also exercise your voting rights by accessing the voting website at https://www.web54.net directly from your PC.).	

Voting via the Internet
1. Access the voting website at: <u>https://www.web54.net</u>
2. Log in by entering the “Voting Rights Exercise Code” provided on the enclosed Voting Rights Exercise Form
3. Enter the Password provided on the enclosed Voting Rights Exercise Form
After that, please follow the on-screen instructions to enter your vote for or against each proposal.

- * Shareholders will be responsible for connection and communication charges when using the voting website.
- * You may not be able to use the voting website depending on your Internet environment, the service you subscribe to, and the model of smartphone, etc. you are using.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of six (6) Directors is proposed.

The candidates for Directors are as follows:

No.	Name	Current position at the Company	Attributes	Number of attendances at Board of Directors meetings
1	Koichi Sato	President, Representative Director and Chief Executive Officer	Reappointment Male	14 / 14
2	Yuji Hirata	Director and Managing Officer	Reappointment Male	14 / 14
3	Masatoshi Azuma	Director and Managing Officer	Reappointment Male	11 / 11
4	Yuji Osaki	Director and Managing Officer	Reappointment Male	11 / 11
5	Shoji Nagai	Director and Senior Advisor	Reappointment Male	14 / 14
6	Keiichi Nagano	Senior Operating Officer	New appointment Male	-

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
1	Koichi Sato (October 26, 1962)	<p>April 1985 Joined the Company</p> <p>April 2006 Vice President and Director, N.S. International, Ltd.</p> <p>June 2011 Director, the Company</p> <p>June 2013 Managing Director</p> <p>June 2016 Director and Managing Officer</p> <p>April 2017 Director and Senior Managing Officer</p> <p>June 2019 Representative Director and Senior Managing Officer</p> <p>October 2019 In charge of Cost Reduction Project</p> <p>April 2020 In charge of Instrument Business Headquarters, Instrument Design Headquarters and Engineering Headquarters</p> <p>Geographical area in his charge: Europe</p> <p>June 2020 President, Representative Director and Chief Executive Officer (to present)</p> <p>June 2020 In charge of Instrument Business Headquarters, Instrument Design Headquarters and Engineering Headquarters</p> <p>April 2021 In charge of Automotive Design Headquarters, HUD Engineering Headquarters and Engineering Headquarters (to present)</p>	14,550	None
		(Number of attendances at Board of Directors meetings) 14 / 14		
		<p>(Reasons for selecting the candidate for Director)</p> <p>Koichi Sato has taken a leading role in the management of the Company as President and Representative Director and has an extensive range of experience in the execution of business in the engineering division and deep insight into corporate management. Aiming expansion and growth of business as a “Monozukuri Business Group,” he has taken the leadership of the Nippon Seiki Group in implementing measures to enhance its corporate value.</p> <p>It is expected that, as a member of the Board of Directors, he will continue to utilize his wealth of experience and achievements to reinforce the Board’s decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.</p>		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
2	Yuji Hirata (October 23, 1961)	<p>April 1984 Joined the Company</p> <p>June 2009 Operating Officer</p> <p>April 2011 President, Shanghai Nissei Display System Co., Ltd.</p> <p>June 2013 Director, the Company</p> <p>June 2015 Senior Operating Officer</p> <p>June 2016 Director and Senior Operating Officer</p> <p>June 2016 In charge of the Chinese business</p> <p>October 2016 Director and Managing Officer (to present)</p> <p>October 2016 Chief of the Headquarters, Production Engineering Headquarters</p> <p>October 2018 Chief of the Headquarters, Manufacturing Headquarters Geographical area in his charge: China and Taiwan</p> <p>June 2019 Chief of the Headquarters, Manufacturing Headquarters and General Manager, Production Supervision Dept. In charge of Engineering Headquarters, Quality Assurance Headquarters and Enterprise Management Headquarters Geographical area in his charge: China and Taiwan</p> <p>April 2020 Chief of the Headquarters, Production Headquarters In charge of Production Engineering Headquarters, Quality Assurance Headquarters and Sourcing Headquarters Geographical area in his charge: China and Taiwan</p> <p>June 2020 Chief of the Headquarters, Production Headquarters In charge of Production Engineering Headquarters and Quality Assurance Headquarters Geographical area in his charge: China</p> <p>April 2021 In charge of Production Headquarters and Production Engineering Headquarters Geographical area in his charge: China (to present)</p> <p>(Significant concurrent positions)</p> <ul style="list-style-type: none"> • President and Representative Director, NS Advantech Co., Ltd. • Chairman, Hong Kong Nippon Seiki Co., Ltd. • Chairman, Dongguan Nissei Electronics Co., Ltd. • Chairman, Shanghai Nissei Display System Co., Ltd. • Chairman, Wuhan Nissei Display System Co., Ltd. • Chairman, Nissei Display Sales and Development Co., Ltd. • Chairman, Hong Kong Ek Chor Nissei Co., Ltd. 	10,900	See Note 1
(Number of attendances at Board of Directors meetings) 14 / 14		<p>(Reasons for selecting the candidate for Director)</p> <p>Yuji Hirata has an extensive range of experience and achievements through the execution of business in the production engineering division and the management of an overseas subsidiary. In addition, he has assumed the office of Director and Managing Officer, thereby acquiring deep insight into corporate management.</p> <p>By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.</p>		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
3	Masatoshi Azuma (June 11, 1963)	<p>April 1984 Joined the Company</p> <p>July 2004 Senior Manager, Development Dept., R&D Center, Engineering Headquarters</p> <p>December 2007 Senior Manager, HUD Engineering Dept., Instrument Cluster Design and Engineering Supervision Dept., Engineering Headquarters</p> <p>June 2014 Operating Officer</p> <p>June 2014 Deputy General Manager, Instrument Cluster Design and Engineering Supervision Dept., Engineering Headquarters and Senior Manager, HUD Engineering Dept.</p> <p>April 2017 Chief of the Headquarters, Instrument Design Headquarters</p> <p>June 2018 Senior Operating Officer</p> <p>April 2020 Chief of the Headquarters, Enterprise Management Headquarters and General Manager, Enterprise Supervision Dept. Geographical area in his charge: ASEAN</p> <p>June 2020 Director and Managing Officer (to present)</p> <p>June 2020 Chief of the Headquarters, Enterprise Management Headquarters and General Manager, Enterprise Supervision Dept. In charge of EMS & Component Headquarters Geographical area in his charge: ASEAN and Taiwan</p> <p>April 2021 Chief of the Headquarters, Enterprise Management Headquarters Geographical area in his charge: ASEAN and Taiwan (to present)</p> <p>(Significant concurrent positions)</p> <ul style="list-style-type: none"> • Chairman of the Board, Thai Nippon Seiki Co., Ltd. • Chairman, Vietnam Nippon Seiki Co., Ltd. • Chairman, Taiwan Nissei Display System Co., Ltd. 	6,400	See Note 2
(Number of attendances at Board of Directors meetings)		11 / 11	<p>(Reasons for selecting the candidate for Director)</p> <p>Masatoshi Azuma has an extensive range of experience and achievements through the execution of businesses in the divisions of development and engineering. In addition, he has assumed the office of Director and Managing Officer, thereby acquiring deep insight into corporate management.</p> <p>By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.</p>	

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
4	Yuji Osaki (February 6, 1962)	March 1982 Joined the Company	7,600	None
		October 2012 Senior Manager, Business Dept. III, Automobile Business Supervision Dept., Business Headquarters		
June 2014 Operating Officer				
October 2016 General Manager, Business Supervision Dept. I, Business Headquarters				
April 2018 Chief of the Headquarters, Sourcing Headquarters				
June 2019 Senior Operating Officer				
April 2020 Chief of the Headquarters, Sourcing Headquarters Geographical area in his charge: Japan				
June 2020 Director and Managing Officer (to present)				
April 2021 Chief of the Headquarters, Sourcing Headquarters In charge of Automotive Business Headquarters, Quality Assurance Headquarters and Consumer Product Business Headquarters Geographical area in his charge: Japan (to present)				
(Number of attendances at Board of Directors meetings)		11 / 11		
<p>(Reasons for selecting the candidate for Director)</p> <p>Yuji Osaki has an extensive range of experience and achievements through the execution of businesses in the divisions of business and sourcing. In addition, he has assumed the office of Director and Managing Officer, thereby acquiring deep insight into corporate management.</p> <p>By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.</p>				

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
5	Shoji Nagai (September 21, 1949)	<p>April 1993 Section Manager of Commercial Airplanes Division, Kawasaki Heavy Industries, Ltd.</p> <p>December 1995 Joined the Company</p> <p>June 1996 Director</p> <p>April 1997 Managing Director</p> <p>June 1998 Senior Managing Director</p> <p>June 2001 President and Representative Director</p> <p>June 2013 Chairman and Representative Director</p> <p>June 2020 Director and Senior Advisor (to present)</p> <p>(Number of attendances at Board of Directors meetings) 14 / 14</p> <p>(Reasons for selecting the candidate for Director) Shoji Nagai has taken a leading role in the management of the Company as Representative Director for many years, thereby accumulating an extensive range of experience and knowledge as a corporate manager. It is expected that, as a member of the Board of Directors, he will continue to utilize his wealth of experience and achievements to reinforce the Board's decision-making and supervisory functions, and therefore he has been selected as a candidate for Director.</p>	429,250	None

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
6	<p>Keiichi Nagano (July 5, 1965)</p> <p>New appointment</p>	<p>April 1989 Joined the Company</p> <p>December 2007 Senior Manager, Development Dept., Engineering Headquarters</p> <p>March 2014 General Manager, Nippon Seiki (Europe) B.V.</p> <p>November 2016 Director, Nippon Seiki (Europe) B.V.</p> <p>April 2018 General Manager (Senior Manager), Development Supervision Dept., Engineering Headquarters</p> <p>April 2020 Operating Officer</p> <p>April 2020 Chief of the Headquarters, Instrument Design Headquarters</p> <p>June 2020 Senior Operating Officer (to present)</p> <p>June 2020 Chief of the Headquarters, Instrument Design Headquarters</p> <p>April 2021 Geographical area in his charge: Europe Chief of the Headquarters, Automotive Design Headquarters Geographical area in his charge: Europe (to present)</p> <p>(Significant concurrent position)</p> <p>• Chairman of the Board, DaNang Nippon Seiki Co., Ltd.</p>	7,600	See Note 3
<p>(Reasons for selecting the candidate for Director)</p> <p>Keiichi Nagano has an extensive range of experience and achievements through the execution of businesses in the divisions of development and engineering, the management of overseas subsidiaries, and other responsibilities. In addition, he has assumed the office of Senior Operating Officer, thereby acquiring deep insight into corporate management.</p> <p>By utilizing his experience and knowledge at the Company's Board of Directors, he is expected to reinforce the Board's decision-making and supervisory functions, and therefore he has been newly selected as a candidate for Director.</p>				

(Notes)

1. Candidate for Director, Yuji Hirata, has the following special interests with the Company.
 - a. He concurrently serves as President and Representative Director, NS Advantech Co., Ltd., with which the Company has business relationships, including the purchases of products and parts. The Company also provides loans thereto.
 - b. He concurrently serves as Chairman, Hong Kong Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts. The Company also provides loans thereto.
 - c. He concurrently serves as Chairman, Dongguan Nissei Electronics Co., Ltd., with which the Company has business relationships, including the sales of products. The Company also provides loans thereto.
 - d. He concurrently serves as Chairman, Shanghai Nissei Display System Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts.
 - e. He concurrently serves as Chairman, Wuhan Nissei Display System Co., Ltd., with which the Company has business relationships, including the sales of products. The Company also provides loans thereto.
 - f. He concurrently serves as Chairman, Nissei Display Sales and Development Co., Ltd., with which the Company has business relationships, including the sales of products.
 - g. He concurrently serves as Chairman, Hong Kong Ek Chor Nissei Co., Ltd.
2. Candidate for Director, Masatoshi Azuma, has the following special interests with the Company.
 - a. He concurrently serves as Chairman of the Board, Thai Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts.
 - b. He concurrently serves as Chairman, Vietnam Nippon Seiki Co., Ltd., with which the Company has business relationships, including the sales of products.
 - c. He concurrently serves as Chairman, Taiwan Nissei Display System Co., Ltd., with which the Company has business relationships, including the sales and purchases of products and parts. The Company also provides loans thereto.
3. Candidate for Director, Keiichi Nagano, concurrently serves as Chairman of the Board, DaNang Nippon Seiki Co., Ltd., with which the Company has business relationships, including design outsourcing.
4. The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company. In the event that claims for damages are made against the insured persons, the said insurance contract shall compensate for legal damages and litigation expenses to be borne by the insured. If elected, each candidate will be insured under the said insurance contract. Also, the Company intends to renew the said insurance contract with the same contents at the time of next renewal.
5. The Audit and Supervisory Committee has expressed its opinion regarding the selection of Directors (excluding Directors who are Audit and Supervisory Committee Members) as follows:

The Audit and Supervisory Committee, based on the “Audit and Supervisory Committee Auditing Standards,” examined with regard to this proposal whether the candidates have been selected and nominated in accordance with the policy set forth in the “Basic Approach to Corporate Governance” of the Company, after receiving explanations from the Representative Director regarding the approach taken in selecting candidates for Directors and their careers, achievements, and roles, etc. that are to be assigned to each candidate, and exchanging opinions. As a result, it has deemed that the selection and nomination procedures are appropriate and that each candidate is suitable as a Director of the Company.

Proposal 2: Election of Six (6) Directors Who Are Audit and Supervisory Committee Members

The terms of office of six (6) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of six (6) Directors who are Audit and Supervisory Committee Members is proposed.

This proposal has already received the consent of the Audit and Supervisory Committee.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows:

No.	Name	Current position at the Company	Attributes	Number of attendances at Board of Directors meetings	Number of attendances at Audit and Supervisory Committee meetings
1	Haruhiko Otaki	Director (Audit and Supervisory Committee Member)	Reappointment Male	14 / 14	13 / 13
2	Tatsuya Nagai	Director (Audit and Supervisory Committee Member)	Reappointment Male	14 / 14	13 / 13
3	Etsuo Saiki	Director (Audit and Supervisory Committee Member)	Reappointment Outside Director Independent Director Male	14 / 14	13 / 13
4	Eiko Tomiyama	Director (Audit and Supervisory Committee Member)	Reappointment Outside Director Independent Director Female	14 / 14	13 / 13
5	Ryuichi Shimamune	Director (Audit and Supervisory Committee Member)	Reappointment Outside Director Independent Director Male	14 / 14	13 / 13
6	Kiyoshi Suzuki	Director (Audit and Supervisory Committee Member)	Reappointment Outside Director Independent Director Male	13 / 14	13 / 13

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company	
1	Haruhiko Otaki (January 29, 1959)	April 2003	Joined the Company	6,100	None
		April 2008	Senior Manager, Sourcing Development Dept., Sourcing Headquarters		
June 2013	Operating Officer				
June 2014	Director				
June 2014	General Manager, Sourcing Supervision Dept., Sourcing Headquarters				
April 2015	Chief of Headquarters, Sourcing Headquarters and Senior Manager, Sourcing Dept.				
June 2015	Senior Operating Officer				
October 2016	Chief of Headquarters, Sourcing Headquarters				
April 2018	Assistant to the President				
June 2018	Full-time Audit & Supervisory Board Member				
June 2019	Director (Full-time Audit and Supervisory Committee Member) (to present)				
(Number of attendances at Board of Directors meetings)		14 / 14			
(Number of attendances at Audit and Supervisory Committee meetings)		13 / 13			
(Reasons for selecting the candidate for Director who is Audit and Supervisory Committee Member) Haruhiko Otaki has an extensive range of experience and achievements, including the execution of businesses in the division of sourcing. In addition, he has deep insight into corporate management, and deep knowledge and experience of audit. By utilizing his abundant experience and knowledge in supervision, etc. of execution of the Company's businesses, he is expected to continue to adequately perform the duties as a Director who is Audit and Supervisory Committee Member, and therefore he has been selected as a candidate for Director who is Audit and Supervisory Committee Member.					

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
	Tatsuya Nagai (November 10, 1959)	<p>March 1982 Joined the Company</p> <p>May 1996 Director, Matto Nippon Seiki Co., Ltd. (currently NS Advantech Co., Ltd.)</p> <p>March 2003 General Manager, Corporate Planning & Control Dept., Corporate Headquarters</p> <p>November 2006 Senior Manager, Business Development Dept., Business Headquarters</p> <p>October 2011 Senior Manager, India Business Development Office, Business Headquarters</p> <p>April 2014 Senior Manager, Internal Auditing Office</p> <p>June 2018 Full-time Audit & Supervisory Board Member</p> <p>June 2019 Director (Full-time Audit and Supervisory Committee Member) (to present)</p>		
2		<p>(Number of attendances at Board of Directors meetings) 14 / 14</p> <p>(Number of attendances at Audit and Supervisory Committee meetings) 13 / 13</p> <p>(Reasons for selecting the candidate for Director who is Audit and Supervisory Committee Member)</p> <p>After having served as Director of a domestic subsidiary, Tatsuya Nagai has accumulated an extensive range of experience and achievements, including the execution of businesses in the Corporate Planning & Control Department and the division of business as well as the engagement in internal audit operations in the responsible position as Senior Manager, Internal Auditing Office. In addition, he has deep knowledge and experience of audit.</p> <p>By utilizing his abundant experience and knowledge in supervision, etc. of execution of the Company's businesses, he is expected to continue to adequately perform the duties as a Director who is Audit and Supervisory Committee Member, and therefore he has been selected as a candidate for Director who is Audit and Supervisory Committee Member.</p>	95,262	None

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
3	Etsuo Saiki (October 9, 1950)	<p>April 1979 Registered as Lawyer</p> <p>April 1979 Joined Sakai Kiichi Law Office</p> <p>April 1983 Opened Sakai and Saiki Law Office</p> <p>April 2002 Lecturer and Visiting Professor, Faculty of Law, Niigata University</p> <p>April 2003 Civil Conciliation Commissioner, Niigata District Court and Niigata Summary Court</p> <p>April 2004 Lecturer, Niigata Law School</p> <p>May 2009 Founder & Representative, ASAHI NIIGATA Law Office (to present)</p> <p>June 2015 Audit & Supervisory Board Member</p> <p>June 2019 Director (Audit and Supervisory Committee Member) (to present)</p>	2,900	None
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Outside Director</div>	<p>(Number of attendances at Board of Directors meetings) 14 / 14</p>		
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent Director</div>	<p>(Number of attendances at Audit and Supervisory Committee meetings) 13 / 13</p> <p>(Reasons for selecting the candidate for Director who is Audit and Supervisory Committee Member and an outline of the expected roles)</p> <p>Etsuo Saiki is currently an Outside Director who is Audit and Supervisory Committee Member of the Company, and his period of service as such will be two years at the conclusion of this Annual General Meeting of Shareholders.</p> <p>Based on his expert knowledge and experience gained as a lawyer, he is expected to provide advice, suggestions, and supervision regarding the corporate management strategy of the Company, including the management policies, from an objective and medium- and long-term viewpoint.</p> <p>Although Etsuo Saiki has not directly been involved in corporate management other than serving as an Outside Director, he has expert knowledge and experience gained as a lawyer. For these reasons, he is deemed able to adequately perform the duties as a Director who is Audit and Supervisory Committee Member. In the expectation that he will supervise the management of the Company, he has been selected as a candidate for Director who is Audit and Supervisory Committee Member.</p>		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
4	Eiko Tomiya (October 31, 1963) Outside Director Independent Director	<p>March 1986 Graduated Department of Russian Language, School of Foreign Language, Tokyo University of Foreign Studies</p> <p>April 1986 Joined Itoman Co., Ltd.</p> <p>August 1989 Temporary Employee, Television Niigata Network Co., Ltd. (interpretation, translation, explanation and international exchange, etc.)</p> <p>April 1994 Court Interpreter, Niigata District Court</p> <p>March 2002 Doctor, Completed Doctoral Course, Major in Multisocial Studies, Graduate School of Modern Society and Culture, Niigata University (Economics)</p> <p>April 2006 Assistant Professor, Associate Professor, Graduate School of Entrepreneurial Studies, Graduate Institute for Entrepreneurial Studies, Niigata Sogo Gakuen</p> <p>April 2010 Professor, Graduate School of Entrepreneurial Studies, Graduate Institute for Entrepreneurial Studies, Niigata Sogo Gakuen (to present)</p> <p>April 2014 Vice President in charge of Regional/International Affairs, Graduate Institute for Entrepreneurial Studies, Niigata Sogo Gakuen (to present)</p> <p>June 2018 Director</p> <p>June 2019 Director (Audit and Supervisory Committee Member) (to present)</p> <p>(Significant concurrent positions)</p> <ul style="list-style-type: none"> • Professor, Graduate School of Entrepreneurial Studies, Graduate Institute for Entrepreneurial Studies, Niigata Sogo Gakuen • Vice President in charge of Regional/International Affairs, Graduate Institute for Entrepreneurial Studies, Niigata Sogo Gakuen 	2,000	None
		(Number of attendances at Board of Directors meetings) 14 / 14		
		(Number of attendances at Audit and Supervisory Committee meetings) 13 / 13		
		<p>(Reasons for selecting the candidate for Director who is Audit and Supervisory Committee Member and an outline of the expected roles)</p> <p>Eiko Tomiyama is currently an Outside Director who is Audit and Supervisory Committee Member of the Company, and her period of service as Outside Director will be three years at the conclusion of this Annual General Meeting of Shareholders, and her period of service as Outside Director who is Audit and Supervisory Committee Member will be two years at the conclusion of this Annual General Meeting of Shareholders.</p> <p>Based on her research achievements, mainly in the study of global marketing field of the automobile industry, including those in emerging countries, she is expected to provide advice, suggestions, and supervision regarding the corporate management strategy of the Company, including the management policies, from an objective and medium- and long-term viewpoint, thereby contributing to the sustainable growth of the Company.</p> <p>Although she has not directly been involved in corporate management other than serving as an Outside Director, she has mainly studied the global marketing field of the automobile industry, including those in emerging countries for many years, accumulating significant knowledge and experience as an expert in economy and business management. For these reasons, she is deemed able to adequately perform the duties as a Director who is Audit and Supervisory Committee Member. In the expectation that she will supervise the management of the Company, she has been selected as a candidate for Director who is Audit and Supervisory Committee Member.</p>		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company
5	Ryuichi Shimamune (August 16, 1955)	<p>April 1978 Joined Kanto-shinetsu National Tax Agency</p> <p>July 2009 Superintendent, Ojiya Tax Office</p> <p>July 2015 Manager, Investigation and Inspection Division, Kanto-shinetsu National Tax Agency</p> <p>August 2016 Established Ryuichi Shimamune Certified Tax Accountant Office</p> <p>October 2017 Representative Certified Tax Accountant, Saito & Shimamune Tax Accountants Corporation (to present)</p> <p>June 2019 Outside Corporate Auditor, Tanabe Engineering Corporation (to present)</p> <p>June 2019 Director (Audit and Supervisory Committee Member) (to present)</p> <p>(Significant concurrent positions)</p> <p>• Outside Corporate Auditor, Tanabe Engineering Corporation</p>	1,400	None
	<p>(Number of attendances at Board of Directors meetings) 14 / 14</p> <p>(Number of attendances at Audit and Supervisory Committee meetings) 13 / 13</p> <p>(Reasons for selecting the candidate for Director who is Audit and Supervisory Committee Member and an outline of the expected roles)</p> <p>Ryuichi Shimamune is currently an Outside Director who is Audit and Supervisory Committee Member of the Company, and his period of service as such will be two years at the conclusion of this Annual General Meeting of Shareholders.</p> <p>Based on the expert knowledge and experience gained as a certified tax accountant through the engagement in administrative affairs relating to national tax, he is expected to provide advice, suggestions, and supervision regarding the corporate management strategy, including the management policies, from an objective and medium- and long-term viewpoint.</p> <p>Although he has not directly been involved in corporate management other than serving as an Outside Director, he has expert knowledge and experience gained as a certified tax accountant through the engagement in administrative affairs relating to national tax. For these reasons, he is deemed able to adequately perform the duties as a Director who is Audit and Supervisory Committee Member. In the expectation that he will supervise the management of the Company, he has been selected as a candidate for Director who is Audit and Supervisory Committee Member.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	Relationship of special interests with the Company		
6	Kiyoshi Suzuki (April 20, 1952) Outside Director Independent Director	April 1975	Joined Sankyo Electric Company (currently SANDEN HOLDINGS CORPORATION)	700	None	
		September 2000	General Manager of Quality Division, Sanden Corporation (currently SANDEN HOLDINGS CORPORATION)			
		June 2003	Director & Corporate Officer, General Manager of Technology Division, the said Company			
		June 2005	Director & Executive Corporate Officer, General Manager of Technology Division, the said Company			
		June 2007	Senior Director in charge of Technology, IT and Corporate Planning, the said Company			
		January 2014	Senior Executive Officer, Head of Technology Development Division, PARAMOUNT BED CO., LTD.			
		June 2019	Director (Audit and Supervisory Committee Member) (to present)			
		(Number of attendances at Board of Directors meetings)	13 / 14			
		(Number of attendances at Audit and Supervisory Committee meetings)	13 / 13			
		(Reasons for selecting the candidate for Director who is Audit and Supervisory Committee Member and an outline of the expected roles) Kiyoshi Suzuki is currently an Outside Director who is Audit and Supervisory Committee Member of the Company, and his period of service as such will be two years at the conclusion of this Annual General Meeting of Shareholders. He is expected to provide appropriate advice, suggestions, and supervision regarding the corporate management strategy including the management policies, from an objective and medium- and long-term viewpoint, based on the extensive range of management experience as Director of a global company, and a wide range of achievements mainly in the fields of new technology development, new product development and quality assurance. He has an extensive range of management experience as Director of a global company and a wide range of achievements mainly in the fields of new technology development, new product development and quality assurance. For these reasons, he is expected to supervise the management of the Company, he has been selected as a candidate for Director who is Audit and Supervisory Committee Member.				

(Notes)

- Each of the candidates has no special interests with the Company.
- Etsuo Saiki, Eiko Tomiyama, Ryuichi Shimamune and Kiyoshi Suzuki are candidates for Outside Directors. Etsuo Saiki, Eiko Tomiyama, Ryuichi Shimamune and Kiyoshi Suzuki have been designated as Independent Directors as set forth by the Tokyo Stock Exchange and notification thereof has been submitted to the said Exchange. If the election of each of them is approved, they will continue to be designated as Independent Directors.
- The Company has agreements with Etsuo Saiki, Eiko Tomiyama, Ryuichi Shimamune and Kiyoshi Suzuki to limit the liability for damages as prescribed in Article 423, Paragraph 1, of the Companies Act pursuant to the provisions of Article 427, Paragraph 1 of the same act. The maximum amount of liability pursuant to the agreement is the minimum amount of liability stipulated in Article 425, Paragraph 1, of the said Act. If the election of each of them is approved, the Company will continue the said agreement with each of them.
- The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company. In the event that claims for damages are made against the insured persons, the said insurance contract shall compensate for legal damages and litigation expenses to be borne by the insured. If elected, each candidate will be insured under the said insurance contract. Also, the Company intends to renew the said insurance contract with the same contents at the time of next renewal.